

OIA-69/78
22 August 1978

MEMORANDUM FOR: Director, Office of Personnel

THROUGH : Associate Director - Management, NFAC

SUBJECT : Position Management Survey of the Office of Imagery Analysis

REFERENCES : (a) Office of Personnel Survey of Office of Imagery Analysis, 25 February 1977

(b) Memorandum for Director, Office of Personnel, Dated 1 April 1977, Subject Same As Above

1. In April of 1976 the Office of Imagery Analysis (OIA) requested a position management survey with three objectives in mind: to realign the staffing complement to reflect the newly created office organizational structure; to upgrade additional imagery analyst positions to the senior analyst (GS-13) level; and to upgrade selected support positions. The survey was completed by 25 February 1977, and, although the findings and recommendations did result in some upward adjustments in grade, they did not meet fully the requirements identified by the office.

2. In reference (b) above I stated that I did not, at the time, intend to reclamer on those positions that were not approved for upgrading in your study. Frankly, my newness to this office had a great deal to do with my decision. Now, after more than 18 months of directing the activities of the office, I can much better evaluate the analytical processes carried out in the Office of Imagery Analysis and the resulting contributions made to the production programs of National Foreign Assessment Center and to the operational programs of the DDO and DDS&T. Based on this new perspective, I am compelled to request consideration for a general upgrading of the positions in the Office. I believe it is both fully justified and sorely needed.

3. The basic fact motivating my request for an overall upgrading of the Office is that, in my judgement, there is no significant difference between the duties and responsibilities of the analysts in other NFAC production offices and OIA imagery analysts. This has not always been the case. The duties and responsibilities of an imagery analyst

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several years ago basically consisted of searching imagery and describing individual bits of information. The descriptions in large part were limited to identifying, counting and measuring such things as buildings, facilities, and equipment. The analytical process of judging the broad intelligence significance of the interpreted information and recognizing how to integrate it into the solution of an intelligence problem was not considered to be a part of the imagery analysts' duties and responsibilities.

4. Clearly, things have changed. The duties and responsibilities of OIA imagery analysts today are much more akin to those of the all-source analysts in the other NFAC production offices. Imagery analysts in OIA are required to exercise the same analytical processes, and in many areas are presently performing the types of analysis that were limited to the all-source production offices in years past. (Notable examples are the analysis of ground forces order-of-battle and industrial analysis.) I accept the fact that our primary source of intelligence information is imagery, but would immediately point out that the full intelligence value in the imagery we rely on can only be extracted when the imagery analyst is also aware of all other relevant sources of information and effectively brings that to bear on the analytical process. I would also point out that--like OIA--most production offices rely heavily on a single primary source of information, such as ELINT in

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5. I also accept the fact that the majority of OIA products are intermediate in nature--that is, they contribute to the finished intelligence products of other NFAC production offices which in turn are passed to policy makers. This in no way, however, diminishes the quality or the implied difficulty of the intellectual process required to produce the analysis. Evidence of this fact is that more and more analysis performed by OIA is being incorporated into joint papers with other production offices, and the OIA analysts are being noted in attribution lines in publications produced by these offices.

6. To facilitate the integration of imagery analysis with NFAC intelligence production programs, OIA, as a matter of NFAC policy, is presently exchanging projected intelligence production programs with other offices to help plan research strategies against intelligence problems. The exchange of programs is designed to better coordinate

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the overall, ongoing NFAC production effort, and to ensure that the appropriate analytical resources are brought to bear on a particular problem. OIA, as an NFAC production office, participates fully in this coordination exercise.

7. The evolution of imagery analysis in OIA as I have described it can be attributed to two factors: 1) the initiative of individual imagery analysts to understand the relevancy and significance of the particular subjects they work on, and their ability to find more effective ways of bringing the latent information contained in imagery to bear on a particular problem; and 2) the growing recognition by other NFAC production offices that imagery analysis is an integral part of the intelligence analysis process, and that it is most effective when used in this manner as opposed to being viewed as a mechanical process that is essentially isolated from the analytical process.

8. The specific positions we are recommending for upgrading would go far to bring the OIA grade structure more in line with other NFAC production offices, although they would not result in full comparability. They can best be categorized into three groups: 1) the Office of the Director; 2) the line divisions; and 3) the Production Group (see attachment 1).

a. We recommend upgrading of the office deputy, chief of administrative staff, systems analyst, and photogrammetrist positions to bring them in line with the degree of responsibility each possesses. The administrative assistant position is a new one created to handle the travel and training programs for the office (this position is presently carried as a GS-05 secretary-typist).

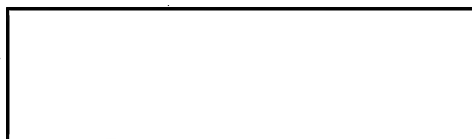
b. The management and supervisory positions of the line divisions are recommended for upgrading, based on the size and complexity of their inherent responsibilities, and to bring them closer to comparable positions in the other production offices. One GS-14 and one new GS-13 analytical positions are requested for each line branch. I am convinced the analytical responsibilities justify this action when comparing them to the responsibilities of analysts in other production offices and the grade structure they enjoy.

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9. The recommended upgrading of positions in the Production Group is based on the increasing level of responsibility these people are required to bear as we become more integrated into the NFAC production effort. Special mention should be made regarding the chief of the equipment branch position. We request this position be retained at the GS-12 level, rather than downgraded as previously recommended, due to the supervisory responsibilities being added.

10. I have attached a table detailing the specific position numbers and grade changes I recommend.



Director
Imagery Analysis

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Attachment:
As stated

Distribution:
Original - Addressee
1 - NFAC
2 - OIA

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